REMARKS

BY

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Thank you very much, Dr. Baker, members of SASA, and distinguished guests. It's a pleasure to be here.

One of my very dear friends, Dr. Thomas McKnew, a distinguished scientist at National Geographic, is in his 92nd year, and I saw him not long ago and said: "Dr. Tom, how good it is to see you." And he looked me right in the eye and said: "It's good to be seen." So it's good to be seen here tonight.

I still remember the warmth of your welcome to me as I was starting this job a year ago. In fact, this is the last day of my first year as DCI, and I feel very confident and satisfied that I have survived the first year. I am pleased to be here because this is a good opportunity to participate in an important presentation.

Presentations are a kind of rite of passage. When I went to the FBI 10 years ago, I was a little taken aback but very pleased when they presented me with a badge. When I came to the CIA, they gave me a button that says: "My job is so secret that even I don't know what I'm doing."

But it's very nice tonight to participate in a very special kind of presentation, to honor the recipient of the William O. Baker Award, Dr. Edwin H. Land. Dr. Land's ingenuity and resourcefulness have allowed us to uncover some of the closely held secrets of our adversaries. The contributions Dr. Land has made to national security are innumerable, and the influence he has had on our present intelligence capabilities is unequaled.

Dr. Land served on and chaired numerous panels which were dedicated to the improvement of national security through the development of reconnaissance vehicles. Dr. Land's contributions began with the U-2 program, continued through the early satellite photographic programs, and culminated with his

close personal involvement with the development of near-real-time photographic satellite technology.

President Eisenhower, who was convinced that aerial reconnaissance was essential for useful and accurate intelligence, once said: "Without it you would have only your fears on which to plan your own defense arrangements and your whole military establishment. Now if you're going to use nothing but fear and that's all you have, you are going to make us an armed camp. So this kind of knowledge is vital to us."

President Eisenhower -- after considerable debate -- agreed that the U-2 should be built, and be built by the CIA. Persuading President Eisenhower was the work of Dr. Land and Dr. James Killian. It is clear that although Dr. Land never held an official position in government, he was capable of exerting great influence.

In August 1954, Dr. Land was shown a drawing of a U-2 prototype known as the CL-282. Upon seeing the drawing, he had decided he wanted to know more about the model and needed to speak with its designer, Kelly Johnson of Lockheed.

Because Johnson was designing aircraft for the Air Force, friends suggested to Dr. Land that he should speak with Air Force Secretary Talbott before talking to Johnson directly. Dr. Land knew that Talbott -- a man who had been in partnership with the Wright brothers -- was opposed to authorizing funds for the development of this prototype. Dr. Land undoubtedly did not look forward to a conversation with the Secretary. Nevertheless, he did meet with Secretary Talbott and requested permission to contact Kelly Johnson. Not surprisingly, the Secretary of the Air Force refused.

Frustrated, Dr. Land made what must have been an incredible statement: "All right, Mr. Secretary, I guess we'll have to tell the American people all about you." Upon hearing this, the Secretary of the Air Force picked up the phone and dialed Johnson's number. This illustration of Dr. Land's forcefulness is also an example of his considerable powers of persuasion, especially since he did not know the Secretary and had nothing to reveal to the American people.

You might say that Dr. Land was not exactly an advocate of big government. In fact, he often said he only believed in "taxicab committees" -- groups whose entire membership could fit in the back of a taxicab.

Dr. Land's preference for less government was evident when he headed the Project 3 Intelligence Group of President Eisenhower's Technical Capabilities Panel. Of the three groups that made up the panel, Dr. Land's was the smallest -- consisting of only five members and himself.

In 1954, when prototype high-altitude reconnaissance aircraft were being designed, Dr. Land put his taxicab theory to the test. Always security conscious, Dr. Land sought a secure environment in order to discuss which one of several aircraft prototypes could perform best at high altitudes. So six gentlemen piled into a committee member's 1953 Ford. The group spent more than an hour on a rainy December day driving through the city, listening to the great aircraft theorist, Allen Donovan, list the merits of Kelly Johnson's prototype.

Despite foggy windows and cramped space, Dr. Land's "taxicab" theory proved successful. By the end of that meeting, the assembled group had agreed on Johnson's prototype. It was from that prototype that the U-2 was built.

Whether in his Boston office, in White House conferences, or in countless planning, budgeting, and operational meetings, Dr. Land was always the motivator who provided the inspiration necessary to turn radical, innovative ideas from theory into reality. He once observed: "My motto is to select things that are manifestly important and nearly impossible." Discoveries, he said, "... are made by some individual who has freed himself from a way of thinking that is held by friends and associates who may be more intelligent, better educated, better disciplined, but who have not mastered the art of the fresh, clean look at the old, old knowledge."

The "taxicab committee," better known as the Land Panel, selected things manifestly important and came up with some startling discoveries. Working with Eastman Kodak, Dr. Land, the founder of Polaroid, helped achieve a major breakthrough in the development of ultra thin-base film. In cooperation with Dr. James Baker, the Land Panel made possible the highly sophisticated aerial camera systems that were developed and built.

According to Art Lundahl, the first Director of the National Photographic Interpretation Center, Dr. Land believed that real security came from a flourishing research and development program. Dr. Land's view was that when the enemy catches up to where you are today, you should already be another lap of the track ahead of him.

This vision led to the development of a successor reconnaissance aircraft to the U-2 as well as the development of camera systems for satellites. Characteristically, Dr. Land provided not only the broad framework of an idea, but also the technical expertise to overcome operational problems. Dr. Land

sometimes invited scientists and CIA specialists to his home in Cambridge for all-day brainstorming sessions on photography and intelligence exploitation.

The practical results of these brainstorming sessions are reflected in the words of President Johnson: "Before we had photography our guesses were way off. We were doing things we didn't need to do. Because of satellites I know how many missiles the enemy has."

We've come a long way since then, but so has the enemy. I wish we could make that statement today in regard to mobile missiles. But I hate to think where we would be without the capabilities that Dr. Land pioneered for us.

From 1961 to 1977, Dr. Land served on the President's Foreign Intelligence Advisory Board. As a member of PFIAB, he served the nation and advanced the cause of scientific research and development.

To those of us in intelligence, Dr. Land is best known for the contributions he made to our profession. But to most Americans, he is known for his development of the Polaroid Land Camera -- instant, one-step photography. And there was a moment in the 1950s when Dr. Land had to make a major decision about his career. When James Killian asked him to head Project 3, Dr. Land was on a leave of absence from Polaroid and was living in Hollywood, advising Alfred Hitchcock on the technological aspects of making three-dimensional movies. Had Dr. Land not decided to return east to Polaroid and the panel appointment, we all might have seen "Psycho" in 3-D. His decision was a loss for the movie industry, but an incalculable gain for our nation.

Edwin Land's unselfish giving of his personal time, energy, and resources and his great creative genius have been a lasting gift to his country.

Dr. Baker, I understand that you are going to accept for Dr. Land the medal which has been cast in your name. At this time, I would like to read two letters and the award citation.